sforming AMCs Business Philosophy and Practices
Lean Thinking

Vital to Army Transformation and the Industrial Base

Lean is...
"a philosophy of manufacturing that seeks to minimize unnecessary time, materials, and effort in the production process"
Standard and Davis, Running Today's Factory, 199

UH-60 A to A Recap
Corpus Christi Army Depot

- ✓ **Plan to reduce Turn-around Time from an estimated 327 days to 150 days**
- ✓ **Reduced distance traveled from 5.5 miles to 1 mile**
- ✓ **Reduce the number of buildings from 8 to 4**

Sidewinder
Tobyhanna Army Depot

- ✓ **Unit Maintenance Cost was reduced by 46%**
- ✓ **Improved productivity by 12%**

Small Emplacement Excavator
Red River Army Depot

- ✓ **Output improved from 5 Vehicles to 11 vehicles per month from Jun 02 thru Jul 03**
- ✓ **Improved productivity by 36%**

SSENTIAL IN PEACE, INDISPENSABLE IN WAR

LEAN Program: Commander's Intent

1. **Use single corporate contract with multiple sources**
2. **Train AMC leadership in LEAN**
3. **Integrate LEAN training to Womack-Jones model**
4. **Manufacturing entities are first priority**
5. **Teach LEAN to all manufacturing and non-manufacturing organizations**
6. **Incentivize contractors to keep quality instructors**
7. **Centralize funding**
8. **Train union leadership**
9. **Establish formal DAU LEAN training course**
10. **Require LEAN trained support contractors**
11. **Establish LEAN gurus at each location**
12. **Plan and execute immediately**

Lean Implementation

- ✓ **Lean Implementation results in…**
  - **Improved efficiencies**
  - **Improved customer satisfaction**
  - **Reduce overall resources per project**
    - ***People & facilities***
  - **Continuous process improvement**
- ✓ **Depots obtain competitive edge to compete**
  - **Reduce surcharges/rates**
  - **Improved quality**
  - **Encourage partnerships**
- ✓ **Productivity = Redeployment, not Unemployment**
  - **Reduce overtime**
  - **No attrition replacement**
  - **In-source components**
  - **Grow sales *(quality, cost, and delivery)***
  - **Large temporary improvement teams**

Why Lean?
Its about performance!
- ***Quality***
- ***Cost***
- ***Delivery***

Help speed improvements to the bottom line by growing productivity faster than attrition

Lean Projects/Processes = Efficient Depots

Lean Initiatives

ANNISTON ARMY DEPOT:
- ✓ *Reciprocating Engine Rebuild*
- ✓ *AGT 1500 Turbine Engine Process*
- ✓ *Repair Parts Process*

CORPUS CHRISTI ARMY DEPOT:
- ✓ *UH 60 A to A Recap*

LETTERKENNY ARMY DEPOT:
- ✓ *Patriot Antenna Mast Group (AMG) Recap*
- ✓ *PATRIOT Radar Recap*
- ✓ *PATRIOT Launcher Components*
- ✓ *Patriot Secondary Items*
- ✓ *SOCOM - GMV*

RED RIVER ARMY DEPOT:
- ✓ *HEMTT Engine*
- ✓ *SEE Recap Program*
- ✓ *Cummins 903 Engine Rebuild*
- ✓ *MLRS*
- ✓ *King Pin*

ROCK ISLAND ARSENAL
- ✓ *Forward Repair System*
- ✓ *Acquisition Process*
- ✓ *Contact Maintenance Truck Heavy*
- ✓ *Explosive Ordnance Disposal System*
- ✓ *Field Gages*

SIERRA ARMY DEPOT:
- ✓ *Class VIII-Medical Supplies*

TOBYHANNA ARMY DEPOT:
- ✓ *Sidewinder Missile*
- ✓ *Firefinder Recap*
- ✓ *AN/TRC-170*
- ✓ *AN/VPQ-1*
- ✓ *AN/ASM-146/147*
- ✓ *AN/APX-72*
- ✓ *AN-PRC-112D*
- ✓ *AN/TPS-75*

WATERVLIET:
- ✓ *81MM Barrel Process*
- ✓ *T-53 Helicopter Rotor Component*

MCALESTER ARMY AMMUNITION PLANT:
- ✓ *Practice Cement Bomb Line*

HQ AMC:
- ✓ *Materiel Release*
- ✓ *Civilian/ SES Hiring Process*
- ✓ *SGS Suspense Tracking*

AMCOM:
- ✓ *Spares Acquisition ALT*

Lean Increases Efficiencies & Competitiveness! → **Enabler** → *Increase Public-Private Partnerships!*